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EXTERNAL VIEWS AND PERCEPTIONS

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The following is a series of comments developed with [] Chief, Support Group, National Photographic Interpretation Center, DDS&T, C/SG/NPIC/DDS&T, in a meeting held on 7 August 1985 regarding the Study of OL's Service Environment and Ways to Enhance OL's Image.

General Comment

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- NPIC Facilities contain [] people including tenants.

- NPIC is basically self contained and accomplishes most its own support through decentralized OL careerists.

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- NPIC will occupy approximately [] square feet of space with the new building addition [] size of Headquarters Building) and total renovation to existing building will be finished next year.

1. OL Services Provided

- Engineering and Logistics Support

Central Supply System managed by local supply representatives - tenants supply funds and participate in the system.

Space Maintenance support.

Procurement contracting team for procurement of equipment and new programs.

Engineers for construction contracting and design.

Supply for general procurement.

Procurement of items for foreign governments in NPIC Arena.

Technical guidance for \$500,000 of contracting delegation of authority.

Normal service for processing requisitions by Supply and Procurement Divisions.

Contacts with G.S.A. and Military Focal Point System in problem areas.

Contractor (20 GE Personnel), Facilities Planning Staff, perform much of detail design, construction and construction management.

In-house engineers/architects prepare conceptual plans and make decisions. In time, contractor effort will decrease and more (1 to 3) in-house engineering resources will be required.

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2. Perceptions of OL Support

- ° Centralized Supply System is ADP oriented and requires a special breed of person and skills (i.e. a combination of supply and ADP skills).

NPIC working with C/SD to establish positions and OL unable to staff them.

NPIC staffing this function temporarily with 8 GE contract people as a stop-gap.

Package sent to PMCD to review proposed grade structure.

Have some positions that have not been filled.

Have been trying to get other positions that have not yet been approved.

This is not a problem unknown by Supply Division.

Key point is that NPIC needs quality OL people skilled in ADP to handle the new Central Supply System.

- ° It is felt that they have been far from getting the cream of the crop, but have been getting the dregs of the OL system.

Perhaps this was due to the external perceptions of NPIC management 4 years ago, the fiefdom syndrome in which it operated, and the lack of quality/location of the facilities in which people were expected to work.

There was a stigma attached to be assigned to NPIC at [redacted] "You're asking me to go to NPIC. -- What did I do wrong?"

- ° With new leadership, there has been a big change at NPIC in physical facilities and new ways of doing things.

Such changes are requiring keener skills and dispelling previous year employee carry over prejudices of location, physical conditions and etc.

The previous feeling was being out of the mainstream, but such feelings are turning the corner and NPIC is now being seen the place with the greatest of challenges.

NPIC has self to blame, since as a National Center, it may not have considered itself as part of the Agency. Its present long term efforts to provide positive orientations will change this perception.

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- The nature of the NPIC National Center is that of being a foreign base where you have to get the job done yourself with decentralized support pressures.

OL decentralized resources bear the brunt of the pluses and minuses for all of OL.

In the previous NPIC fiefdom syndrome, the Logistics Officer was just a middleman while others within the fiefdoms controlled and did their support - hence the previous poor OL image.

On a comparative basis of now versus three to four years ago, there has been a vast upward change in support.

- NPIC perceptions of OL are a measure of the decentralized OL people working at NPIC and it is considered very good.

The decentralized OL representatives are viewed as the eyes and image of Logistics Central.

NPIC does not have that much to do with Logistics Central. Accordingly, if you provide good people, you will have a good image - if you provide less good people, you will have lesser image.

NPIC understands they cannot expect all Category I people. However, they expect a better match of people to do the job.

Technology has passed some of them by, i.e., bean counters, go-fer-type, and etc.

Drive and can-do-attitude is not enough to handle and live with the new technology tools of automation. (Problem more of a truism in Supply)

- OL Central Response time.

There is still a problem with long response times in Procurement and Supply from Logistics Central.

The client sometimes places more weight on OL response time than is fair in assessing and judging overall OL performance.

OL Communications Media.

- Generally share information - "Just tell what is going on".

The OL Staff Meeting Notes have been most useful.

The HOME Bulletin keeps external careerists informed and in touch with what is going on around the flag pole.

OL Visitations to NPIC by OL Senior Management and working level people for exposure, education, and two-way orientation is strongly encouraged.

NPIC has a full-time briefer to provide insight to others regarding "Here's what NPIC is doing".

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10. OL Communications in Training Courses.

- ° NPIC conducts in-house training including

N.P.I.C. Manager's Course carries some of OL flag through Logistics orientations by decentralized OL representatives.

11. Comments or Suggestions for Improving OL Image.

- ° Perception that the main Office of Logistics is tending to become more bureaucratic in the area of requiring more paperwork. //

Regarding requisitions and etc., the tendency is to say "Give me a piece of paper on this".
A bit more flexibility in Logistics Central would be most beneficial.
Perhaps the problem lies with the mid-level managers.

- ° Perhaps the through flow of logistics officers from overseas and external assignments through the structured OL SD/HOME environment will overcome the perceived bureaucratic "log jams", because of having been in the receiver's shoes at one time or another.
- ° We are in a service business, but we sometimes forget it. //
- ° Don't make excuses or be negative - try to help and be positive even if you feel there may not be a solution. //
- ° It gives satisfaction when people have been heard and someone tried to help them. //

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